

The Impact of Strategic Management in Managing Crisis: Analysing the Management of Remote Working Strategies in UAE

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Abstract:- The main aim of this study is to analyse the impact of strategic management in managing crises and determining the management of remote working strategies in the UAE. In this study qualitative methodology has been utilised for the analysis of data collection from the managers and the workers of human resources of remote companies. The data is analysed by using thematic analysis. The findings of this research study are, remote working is a very helpful strategy during the crisis its leads to job satisfaction, work-life balance and social support in the business organisations of UAE. Business can achieve their goal by showing growth even during uncertain times with the help of remote working (working from home). This study provides a response to the topic of how employee PR is affected by remote work during a pandemic in a developing nation, specifically the UAE.

Keywords:- Remote Working, UAE, Strategic Management, Crisis, COVID-19 Pandemic

I. INTRODUCTION

A crisis is an event where the direction of all subsequent occurrences, particularly for better or worse, or a state of unpredictability or risk, such as in world politics, economy, or society, brings about an abrupt shift (Doern, Williams and Vorley, 2019). Rapid growth and ongoing change have made the worldwide work environment more complex and unsteady, making organisations more susceptible to an array of crises (Al Thani and Obeidat, 2020), which place them in a diversity of difficult and challenging situations and lead to emergencies that vary in their reasons, stages and their degree of impact. Welfare, educational possibilities, humanitarian aid, social interactions, and economics were all negatively affected by the COVID-19 pandemic (Bin-Nashwan et al., 2022). Governments have taken preventative, restricted, ordered, and extended measures to combat the global epidemic and its repercussions (Bremser et al., 2021). Other measures that had an adverse effect on neighborhoods and companies were lockdowns, confinement, remoteness, limits on office meetings and executing tasks, and closures of businesses (Abboud et al., 2020). Over 23% of UAE workers report experiencing unmanageable stress on the job, which is especially challenging given the country's tenuous economic status amid the ongoing crisis (Ata, 2020).

Working away from the main office of one's employer is referred to as remote employment (Ozimek, 2020). Any location apart from the usual corporate office structures or

campuses can be regarded such, including the worker's home, a shared workspace, another community area, a person's workstation, or any other site (Yang et al., 2022). Employers benefit from remote work because it increases productivity, decreases absenteeism, helps workers maintain a healthy work-life balance, and lowers stress levels. This, as noted by Jomo and Chowdhury (2020), produces financial downturns or recession, which in turn threatens the survival and continuity of both the public and private sectors. Organization for Economic Co-operation and Development (OECD) and European Union (EU) small and medium-sized businesses face greater challenges in today's rapidly shifting business environment (Dhewanto, Nazmuzzaman, & Fauzan, 2020). Only large organisations like MangoDB, MoonPay and HICX are equipped to handle crises because they have experts in their specific fields of expertise by online working (Mikuová and Horváthová, 2019).

As a result, interest in strategic management roles is a means of dealing with them and adjusting to abrupt and unanticipated changes (Ketchen Jr and Craighead, 2020). By spotting early warning signs, efficient and successful leadership can anticipate crises, handle them, and minimise their negative repercussions (Bogers et al., 2019). This allows for proactive planning and pre-confrontational preparation. In the United Arab Emirates (UAE) Strategic leadership (SL) is helpful in dealing with crises by the mean of managing them, and predicting them through working, to overcome and less the effect of crises which may end by benefiting and addressing their results, and using helpful methods in facing them (Alseiyari, Khalifa and Bhaumick, 2019). Whereas some leaders who deal with the crisis are subjected to random choice and reaction policy which can lead to material losses that may harshly affect the organisation's survival and existence (Schaedler, Graf-Vlachy and König, 2022). Crisis Management (CM) is a special administrative procedure since it is subject to an unforeseen occurrence that frequently lacks foundations, and the emergency requires prompt judgements and swift responses that are appropriate for the gravity of the developing situation (Alfaqueh, Hossan and Slade, 2019). As a result, according to Khairo Al-Da'abseh, Saleh Aljawareh, and Mustafa Shwiyat (2018), CM is in charge of setting the agenda, guiding events, and affecting them.

Local governments were forced by the situation to innovate and come up with original plans for launching containment initiatives (Ren et al., 2022). For example, the UAE took all reasonable efforts to stop the propagation of the disease as a serious crisis in accordance with the

protocols to restrict the spread of the novel coronavirus (Vally, 2020). The National Emergency Crisis and Disaster Management Authority (NCEMA) played a crucial role in protecting and assisting the country as it worked to peacefully resolve crises (Aldhafri and Ayyad, 2022). The formal result in Dubai is that strategic planning practices like remote working, as measured by strategic tools, will increase the effectiveness of strategic planning (Ali et al., 2023). In addition to the purposeful and spontaneous characteristics of plans for strategy, practising strategic planning is documented by utilising tools for strategic planning. The use of planning instruments and procedures enhances the strategy process greatly (Alefari, Almani and Saloni, 2020). For instance, managers may quickly create objectives in large, complicated firms, lower the risk associated with making decisions, and assess the relative relevance of different company portfolios by utilising these tools and strategies (Dutta, et al., 2021). These technologies are also useful communication tools that managers can employ to explain complicated topics. Typically, planning for strategy is seen as being advantageous for businesses (Muhammad Siddique, 2015).

When executing strategic plans, broadness implies the period and effort put into or the concentration on data collecting and analysis, Radwan and Mousa (2020) contend that the implementation technique, or the procedures utilised to put the plan into practice, is one of the crucial variables when researching implementation. Contrary to numerous studies (Fuertes et al., 2020; Ketchen Jr and Craighead, 2020; Shammi et al., 2021) on the thoroughness of strategy creation, the thoroughness of executing the strategy has been covered in only a few investigations. The limited studies that are currently available emphasise how important it is for organisations to implement their strategic plans in order to achieve their goals (Rapanta et al., 2020). Andrews et al. (2017) study, for instance, shows how international marketing plan adoption affects the financial health of an organisation. Elbanna and Fadol (2016) came to a similar conclusion, concluding that the broad nature of strategic plan application has a favourable impact on organisational performance. A more recent investigation in the Canadian public sector (Elbanna, 2016) has also backed up this conclusion.

Over the past few decades, it has been more common for the professions of managing crises and strategic management to develop separately and concurrently (Aldao, Blasco and Poch Espallargas, 2022). Recently, numerous academics have made an effort to investigate the areas of overlap between both disciplines and have come to the conclusion that crisis management and strategic planning are inextricably intertwined (Ricardo Fernández and Vázquez, 2022). However, the specifics of these connections are still being defined, they have not yet been integrated into the current model of the process of strategic management, and most academics and practitioners in strategic administration have not yet accepted this linkage. In this research study, we will explore the influence of strategic management in managing crises and analysing the management of remote working strategies in the UAE.

II. LITERATURE REVIEW

A. *The strategic management process*

In the last five years, the area of strategic planning and corporate policy has grown into a rather distinct sub-discipline within management studies (Hayes, Holiday and Park, 2022). Cartwright and Davies (2022) since social media marketing (SM) remains a developing area, there is some variety in the views of the participants (i.e., definitions, classifications, school of thought, etc). For instance, Svatosova (2020), believes that planning for strategy is a useful tool over coding intended strategies, ensuring that they are conveyed clearly, and using them as an instrument of control, despite his concern that too little effort has been instructed towards finding and applying tactics which have developed within the organisation.

Despite the just-described circumstances, there is some degree of agreement on an accepted definition of the strategic planning process (Fernandes, Lopes and Sargento, 2019). This descriptive approach to strategic leadership is important because it has been proven to accurately reflect strategic planners' assessments of current practice (Fuertes et al., 2020). According to Rêgo et al. (2021), the model has three main parts: planning a strategy, carrying it out, and strategy evaluation (control). Strategic planning research has given a lot of attention to strategy development, which is concerned with deciding the future course of the company (Dvorský et al., 2020).

As shown in the figure, developing a strategy typically entails undertaking a third-party inspection or scan that identifies the most significant threats and opportunities from the outside as well as an internal review of the organisation (Rapanta et al., 2020). In order to guarantee that desired results (i.e., strategies, over time objectives) are realised, organisational structures and procedures must be changed (Suriyankietkaew, and Petison, 2019). Processes including setting annual goals and regulations, allocating resources to achieve goals, and modifying incentive and reward mechanisms to better coincide with new strategy thrusts are all included in this phase (Branicki, 2020).

In order to figure out whether plans, tactics, and objectives are being met, traditional control procedures must be reviewed and feedback on performance (Shangguan, Wang and Sun, 2020). The resulting data is then used to solve issues or take measures to remedy them (Schaedler, Graf-Vlachy and König, 2022). A feedforward strategy for controlling approaches that are future-directed with predictive when assessing plans, activities, and results has recently been emphasised by concepts of strategic management (Nikzat et al., 2019). Special alert regulates that include crisis management collections have been proposed as a suitable way for an organisation to thoroughly and frequently quickly reconsider a firm's basic strategy in response to a sudden, unexpected event as a component of the strategic control process (Olimova, Teshabaev and Usmonaliev, 2022). However, other academics, most notably would interpret this distinction namely, all three phases as arbitrary and view each of them collectively as developing a strategy (Khan, 2019). However, the

distinction is seen as important from an analytical perspective, and the method offers a logical, simple, and transparent description of the procedure that is helpful for pedagogic and instructional purposes (Svatosova, 2020). As

seen in Figure 1, the real-world model is very interactive, with lines and loops of feedback popping up all over the place.

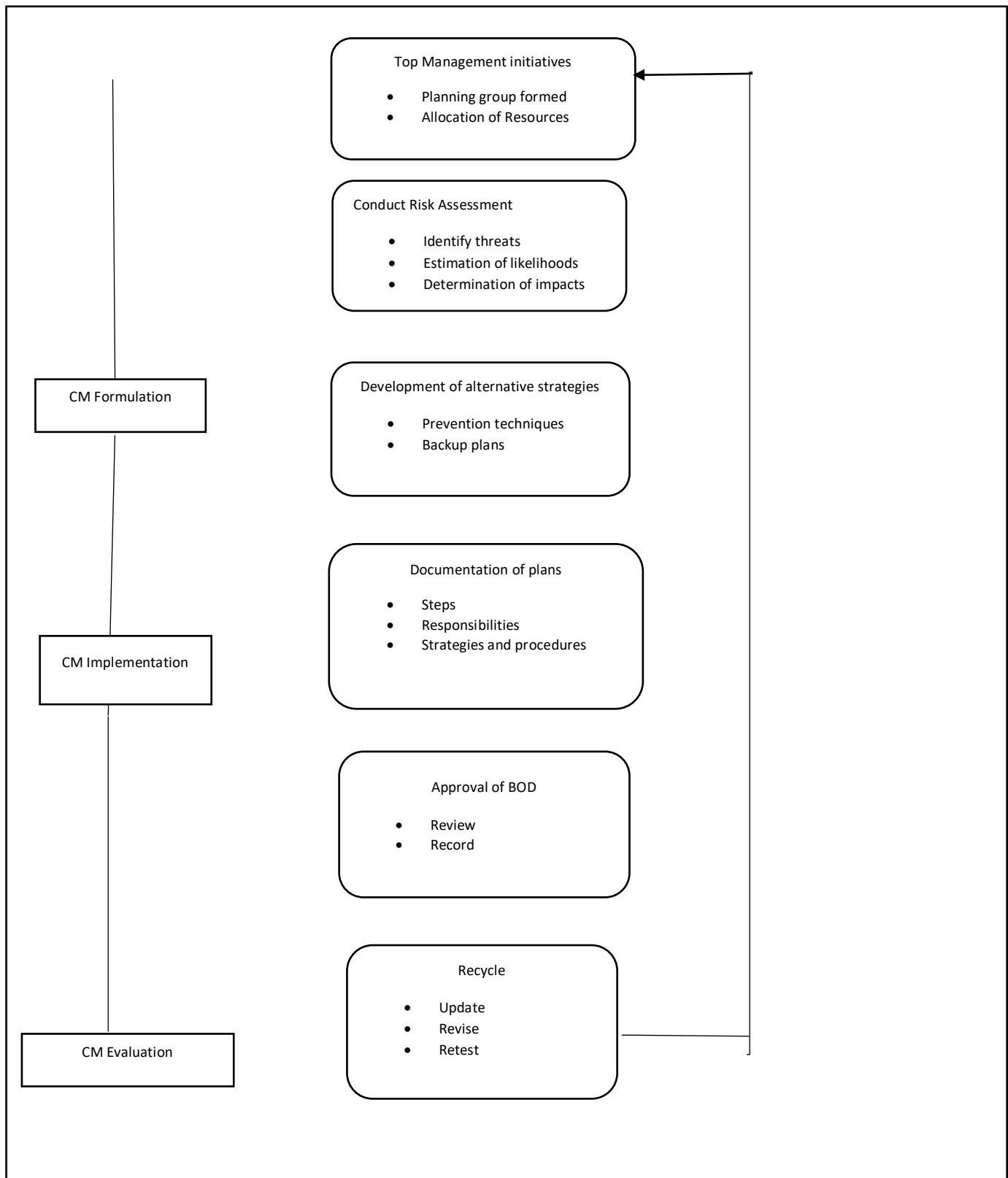


Fig. 1: A normative crisis management process model. (Source:Author Created)

B. Remote working

Work from home, remote employment, teleworking and other kinds of remote employment have been on the rise in the years leading up to the pandemic, thanks to a number of benefits for employees and employers alike (Yang et al., 2022). Remote work is currently gaining a lot of attention and is expanding in popularity and importance, but the COVID-19 pandemic triggered an ongoing shift in the framework of work in organisations (Troll et al., 2023). Normal jobs won't return right away even when the pandemic's risk factors are at their lowest because by that point, businesses can have been severely harmed economically and practically, and a certain proportion of those employed would long prefer to work compared to home (Wang et al., 2021). These factors can lead to remote working being a "new standard" for masses of workers globally (Pennington and Stanford, 2020). According to Reshma, Aithal and Acharya (2015), remote employment is defined as persons working for money from their homes or another location of their choosing other than their job region. According to Schall (2019), the concepts of working away from a traditional office setting and interacting via technology are shared by the phrases such as remote job, working from home, teleworking, and telecommuting.

C. Remote working strategies

➤ Situation modification strategies

Situation modification tactics are used earlier on and comprise favourably altering the surroundings of an ongoing activity by means which make it simpler to begin or continue the activity (Duckworth, Gendler and Gross, 2016), scenario modification methods can primarily be used for the physical in nature, somatic, or social circumstances of a scenario, based to conceptual modelling theorising (Duckworth, Gendler and Gross, 2016). However, the majority of empirical study to date has been on changing the physical environment (Kobylińska and Kusev, 2019). To achieve their larger objectives, for example, those who score higher on the characteristic of self-control reflect minimising environmental distractions (Ent, Baumeister and Tice, 2015; Hennecke, Czirkmanti and Brandstätter, 2019). People are more inclined to accomplish their objectives when directed to eliminate desires that could deter them from accomplishing what they want compared to those who use only determination or no method at all, supporting the efficacy of such physical situation modification (Duckworth et al., 2016). For the teleworker, changing the physical environment might entail setting up a workspace as far removed from couches and other distractions as possible.

➤ Benefits of Remote Working

When a worker is ill, remote work makes it possible for employees to operate from their residence and lets them work when they are at their most productive (Nakrošienė, Bučiūnienė and Goštautaitė, 2019). Schall (2019) found that job fulfilment among workers would rise with an increase in working remotely intensity in addition to two other benefits a higher sense of autonomy and fewer work-family interruptions. Reshma, Aithal and Acharya (2015) found that remote working results in employee job satisfaction. In addition to many additional research investigations, Felstead

and Henseke (2017) found that commuting increases satisfaction with work. Similar benefits of remote employment, include less distraction and enhanced productivity, greater job flexibility, higher morale and devotion, less stress, and lower monthly costs (Wang et al., 2021). Additionally, it has been demonstrated that working remotely reduces stress at work and the likelihood of turnover (Reshma, Aithal and Acharya, 2015). Employees can create a balance between work and life thanks to one of the major benefits of working from home (Choudhury, Foroughi, and Larson, 2021). Studies by Flores (2019), is supported by which show working from home gives employees more freedom to balance work and family obligations. This is also supported by Nakrošienė, Bučiūnienė and Goštautaitė, (2019) research, which indicates that employees can care for family members by working remotely. Gen Y employees were the focus of Krasulja, Vasiljević-Bлагоjević and Radojević, (2015) detailed examination of the relationship between distant work and work-life balance. They discovered that Gen Y views remote work as a complement to traditional work-life equilibrium.

III. THEORETICAL FRAMEWORK

A. Resource-Based Theory

The initial focus of our study is on resource-based theory (RBT), which holds a prominent position within the realm of strategic management. Certain firms and industries have encountered varying degrees of disruption, with corporate finances playing a crucial role in navigating the worldwide epidemic and subsequent economic upheaval (Barney, 2021). The maintenance of cash reserves is vital for the sustenance of an entity in the near-term. The implementation of restrictions and the occurrence of a severe recession resulted in significant revenue declines for a multitude of enterprises, hence giving rise to substantial cash flow challenges (Dubey et al., 2019). Consequently, in order to maintain their financial sustainability, organizations have been compelled to deplete their available funds or get additional capital through alternative means, such as borrowing or divesting assets (Assensoh-Kodua, 2019). According to Perifanis and Kitsios (2023), the importance of long-term profitability and competitive advantage derived from rare, unique, and non-substitutable (VRIN) resources has diminished for many businesses. Instead, the focus has shifted towards sustainability, which encompasses the preservation of current comparative advantages and their effective utilization. The phenomenon of threat-rigidity impact posits that organizations, when faced with challenges, tend to curtail their pursuit of new innovations and instead concentrate on strategies that have proven successful in the past. This tendency has been observed to contribute to the prioritization of short-term goals (Hameed et al., 2021).

Consequently, numerous organizations have opted to reduce their inclination towards risk-taking and have redirected their focus from long-term strategic commitment to immediate aims that mostly revolve around survival (Assensoh-Kodua, 2019). Nevertheless, it is imperative for businesses to adequately prepare themselves for the

forthcoming paradigm shift that will ensue post-pandemic. Altin (2021) suggests that numerous firms have exhibited their ability to adapt to the epidemic in the short term. However, in the long term, it is probable that these enterprises will require novel resources and innovative strategies to effectively utilize them. In order to remain competitive in the contemporary business landscape, characterized by rapid market fluctuations, organizations may require resources that are more flexible and abilities that are innovative. Routines often undergo modifications throughout time as firms ascertain the necessary adjustments for adaptability (Zhang & Qu, 2020). In order to facilitate the rapid development of new resources, the integration of these resources into innovative capabilities, and the acquisition or development of fresh assets in reaction to environmental shocks and delays, it is imperative for organizations to undergo swift procedural changes (Bag et al., 2021). Therefore, in order to enhance the adaptability and efficiency of asset management in enterprises, it is imperative for them to possess or swiftly develop dynamic capabilities (Khanra et al., 2022).

Singh et al. (2020) suggest that historically, fixed assets, particularly those with unique geographic relevance, have been seen as a source of competitive advantage. Battisti et al. (2022) suggest that the repurposing of assets for diverse objectives presents a formidable challenge. In order to effectively repurpose resources, certain enterprises may find it necessary to procure additional resources that possess greater flexibility and liquidity. According to Giustiziero et al. (2023), there is a growing trend among customers and employees to engage in remote activities, such as work and spending. This shift in behavior has implications for businesses, as it suggests that costly office spaces, retail locations, and market-seeking resources may no longer be as essential or advantageous in the context of a pandemic and post-pandemic setting. According to the findings of Do et al. (2022), it is suggested that intangible resources are likely to assume greater importance due to their inherent adaptability. The reliance of redeployment and reconfiguration activities primarily rests upon two critical components: technology and human capital. According to Khanra et al. (2022), it is possible that these talents could play a crucial role in the acquisition of new abilities necessary for effectively navigating the expected uncertainty of the evolving societal environment. Rindova and Courtney (2020) argued that organizations have the ability to employ either shaping or adapting strategies in order to effectively navigate uncertain environments. According to Chaudhuri, Subramanian, and Dora (2022), adaptive strategies enable businesses to recognize the attributes of uncertain markets and environments, allowing them to develop responsive plans. On the other hand, reshaping strategies enable businesses to identify and actively pursue opportunities arising from uncertainties.

B. Integrated strategic management process model

The conventional process of the strategic management model has been merged with the ethical crisis management procedure model that was previously presented (Keding, 2021). In that an approach will be developed and put into action while crisis procedures are integrated right into the

process, the combined approach reflects a procedural integration (Wu et al., 2023). A cognitive/emotional acceptance is also anticipated since managing these procedures simultaneously provides managers far less room to believe that the areas have strong independent bounds (Levin, 2023).

The process of formulating a strategy starts with a corporation creating a mission statement, followed by the identification of the organisation's main internal advantages and disadvantages and potential threats and opportunities from the outside (Fuertes et al., 2020). However, completing a crisis assessment at this point might show the company's areas of susceptibility or receptivity to prospective crises, rather than only concentrating on the advantageous aspects of creating a good or supplying a service (David, David and David, 2021). As a result, the dangers or catastrophic potential of sophisticated new systems and techniques will be revealed for thought (Bogers et al., 2019).

Emergency audits are intended to look at the possibility of a breakdown in macroeconomic, political, societal, and interpersonal structures that are either internal or external to the company (Wang, Wang and Liu, 2022). The potential connection between failures in other domains is also taken into account (Gottschalk, 2022). It is advised to conduct environmental impact evaluations in order to find potential weak points in social and technological systems (Mohamad, Jayakrishnan and Yusof, 2022). A notable advantage of the aforementioned activities is that they make it very difficult for managers to rationalise away or reject the possibility of harmful scenarios occurring after they have been made conscious of them (Fauzi et al., 2022).

As described by Bao and Wang (2022), a crisis audit ought to identify a number of low-likelihood, high-impact potential threats as well as a number of within products and system weaknesses that could have a detrimental effect on users, staff, or the environment. Bryson and George (2020). Stated that challenges are combined with the findings of a firm's analysis to produce alternate approaches and plans. It is significant to highlight that a rewritten declaration of purpose along with a list of long-term goals (e.g., five years) are now going to be created prior to developing real plans. As described by Hamid, Muzamil and Shah (2022), the up-to-date vision and goal setting are going to take into account a much wider range of concerns and stakeholders than those previously taken into account. Additionally, Dodgson (2021) stated that the goals of excellence, security, and dependability will be right away established and taken into account on par with multiple financial criteria.

C. Job Satisfaction

Expectation disconfirmation theory (EDT) has been used in earlier research in a variety of fields, including advertising, teaching, technology, hospitality, and tourism (Carragher-Wolverton, 2022). EDT was recently requested by Carragher-Wolverton (2022) for remote work. The author suggested using EDT to learn more about employees' happiness with working remotely and whether they want to do so in the future (Amin, 2021). As it encourages

employees' freedom and flexibility, working from home constitutes one of the telecommuting qualities that is linked to JS (Yu and Wu, 2021). This, in turn, usually results in a high level of JS and, as a consequence, PR. For instance, Kowalski et al. (2022) discovered that remote workers report greater amounts of JS than their in-person counterparts. Studies have shown that remote work and JS are positively correlated (Jawabri, Alarmoti, and Rehman, 2022). Additionally, Kowalski et al. (2022) contrasted teleworkers' JS and PR with on-site employees. According to the findings, telecommuters are more efficient than on-site employees.

➤ *Strategic planning*

The use of strategic thinking by firms to plan for the future while utilising a variety of analytical methodologies and decision-making procedures is a characteristic that unites the various approaches (Subbarao and Kadali, 2022). As a result, it is now an everyday occurrence for many different sorts of businesses and industries, mostly as a result of rising levels of competition (Dankevych et al., 2020). Despite the fact that there are several schools in strategically believed research on the strategic decision-making process that is, the method of developing and putting into practice strategy displays a general consensus at the ethical level (Dankevych et al., 2020). Strategic composition, strategic execution, and strategic assessment constitute the main types of activities that make up the strategic process. However, contends that this split into three sections is more practical than genuine and would instead encourage an integrated assessment of the whole procedure (Chong and Ali, 2022).

As described by Chong and Ali (2022), setting the organisation's mission, goals, and objectives, analysing how outside influence influences the organisation's internal resources, and selecting tactical options are all parts of strategy formulation. The organisation's goals, what is possible for it to do with the resources and competencies at its disposal, and the desirability of prospective tactics are all considered while making a strategic decision (Pryshlakivsky and Searcy, 2021). According to Borozan Giannelos and Strbac (2022), the primary emphasis of strategic implementation is the execution of the organization's selected strategy or the operationalization of the plan. The successful implementation of every strategy necessitates a certain level of adaptation, and the effectiveness of this adjustment can significantly influence the degree to which the intended objectives are accomplished (Dankevych et al., 2020). The aspect of the strategy procedure that has gotten comparatively less scholarly attention is strategic assessment, despite its critical role in assessing the effectiveness of the chosen strategy (Kerzner, 2019). The strategy is characterized as a continuous process rather than a singular event. In addition to its emphasis on performance and performance metrics, it also serves the purpose of indicating when adjustments are necessary based on past performance and the ever-changing external environment (Phillips, 2020). The shift from strategy planning to strategic management, as well as the development of strategic thinking, all contributed to the heterogeneous nature (Erlangga, 2022).

As described by Hayati, Mahdevari and Barani, (2023), for instance, the planning process has come under fire that logical evaluation and thinking frequently take precedence over innovative thinking and creativity. Wellmann et al. (2020) described that the logical approach to planning is founded on unstated presumptions about the control, measurement capability, and predictability of business. According to Sull, Sull and Bersin (2020), the pertinent literature demonstrates a persistent divide between creative or more broad strategic thinking and logical planning, it is acknowledged that both approaches' constituent parts can be found in many organisations' strategic procedures and that each of these components has a crucial function to play. As stated by Campbell et al. (2023), consequently, rational planning has importance in the creation and execution of strategy, despite the fact that it is occasionally viewed as constrictive and inward-looking. Scenario planning is one of the tools that have been developed to encourage more expansive thinking during the strategy formulation phase. Scenario planning helps managers see the future more broadly since it influences their organisation and offers deeper findings than are feasible when analysing outside factors (Béland, Brodeur and Wright, 2023).

D. Scenario planning

A creative approach to design called scenario planning implies a high level of volatility in the commercial world (Prange and Hennig, 2019). Military planning after World War II served as its forerunner, but Standard Electric's use of it in the early 1970s gave rise to its first commercial uses (Ceruzzi, 2021). Planning scenarios helps businesses manage mostly external analysis, in essence, it is focused on creating creative but believable "what-if" meticulous and rigorous narratives, and then providing tactical solutions to these scenarios (Fanning, 2022). Planning for scenarios is referred to as "a systematic method for visualising alternative futures (Hayati, Mahdevari and Barani, 2023). It makes an effort to shift executive thought away from "what has been" and "what functions now" in order to take alternate futures into consideration. Scenario planning deals with turbulence, uncertainty, and complexity in this way (Gradinaru et al., 2023). In the last ten years, there have been significant changes in social structure, demographics, the rise of globalisation and economic-related activity, these developments are expected to continue (Hosseinikhah and Zarrabi, 2021). Such ideas of quickening change and rising complexity have led to scepticism about the suitability of the logical method for strategy (Hirsch, and Khan, 2023). It is frequently argued that the rational strategy is constrained by growing organisational dynamics and complexity because it places more emphasis on current and past successes than on the ongoing changes in the company's environment, which may make current and past successes inappropriate for the future (Nafisah, 2021). It might be claimed that scenario planning offers a useful tool for cultivating a forward-thinking mindset that could help overcome the preparation institution's limitations (Boots et al., 2023).

E. Literature Gap

There is a growing body of literature exploring the impact of strategic management in crisis situations, there remains a notable gap in understanding the specific application and effectiveness of strategic management in the context of crisis management in the UAE, particularly concerning the management of remote working strategies (Parakandi and Behery, 2016). There is a dearth of studies that specifically address the impact of strategic management in crisis situations within the UAE context (Messabia, Fomi and Kooli, 2022). Exploring the implementation and outcomes of remote working strategies in the UAE context during crisis events can help identify key success factors, challenges and potential areas for improvements.

IV. OBJECTIVES OF RESEARCH

- Impact of remote working strategies in the strategic management of UAE
- Job satisfaction significantly affects the productivity of employees during the process of remote working in a crisis
- Significance of remote working strategic planning during the crisis
- Impact of Scenario planning on remote working during a managing crisis.

V. METHODOLOGY

A. Data Collection

The semi-structured interviews utilized in the present study were administered through online platforms such as Zoom and Teams, allowing for remote communication with the respondents. The recipients were duly informed before to the interview that their responses would be handled with strict confidentiality, ensuring that no details would be shared with external entities. The firm indicated that consent in this specific instance is granted upon the return of the fully completed survey, and all replies can be exclusively analyzed for the purpose of this study.

B. Sampling

In accordance with common practice in corporate research, the present study utilized a probability sampling technique known as the mono-method method. The study commenced by extending invitations to a predetermined cohort of volunteers who met the established criteria. Furthermore, the participants were encouraged to distribute the survey among individuals who align with their demographic characteristics and express a willingness to participate. The interview dissemination was halted after the target number of respondents was attained.

C. Demographic profile of Companies and respondents

In this research, a total of 75 remote companies were included. In 15 companies were shortlisted named as Wikimedia Foundation, CoverGo, MangoDB, MoonPay, HICX, Eyeo, Polgon, MotionHall, Argyle, omnipresent, Nuaware, Pluto, ShakaCode, PlanetScale, 360dialog. To gather information, surveys were issued to the managers and the Department of human resources. The number of participants is regarded as suitable in light of research that

has examined the effects of strategic planning in managing crises and analysing the management of remote working strategies in the United Arab Emirates, such as Haridas et al. (2021). In our survey, every respondent was employed in both the governmental and business sectors. It is crucial to remember that the research's participants were recruited from both of the largest United Arab Emirates emirates, namely Abu Dhabi and Dubai. 50 per cent of respondents worked in the area of human resources division, and 50 per cent were managers. From the age range of 28 or 40, nearly 68% of the people polled were residents of the United Arab Emirates (UAE) along with their youngsters and their family members.

VI. FINDINGS

The managers of one remote company and faculty members from the human resources department were interviewed for the present study's qualitative data. The effect of strategic management on handling crises and analysing the management of remote working methods in the UAE have both been studied using qualitative data, which was constituted of interviews.

A. Thematic Analysis

The present study employs thematic analysis as a methodological approach to investigate the impact of strategic leadership on the utilization of remote working strategies for crisis management. The method described in this context offers flexibility, allowing for various approaches. However, the most commonly employed method involves adhering to a six-step methodology. These steps include becoming acquainted with the data, establishing initial codes, identifying themes, reviewing the identified themes, defining and labeling the themes, and finally, generating a manuscript via interpretation, as illustrated in the accompanying figure.

The evaluation of the gathered data was conducted in order to generate an interpretation that is contingent upon the terminology employed within the study domain. The pertinent data was organized in a tabular format that is associated with the variables under examination.

B. Familiarisation with Data

Organising data to allow the investigator to choose a path and categorise the data for the creation of the study framework is the initial step in the theme analysis, according to Kiger and Varpio (2020). The HR department staff and managers in remote companies provided the data, which was then thoroughly analysed. See Table 1.

Table 1: Brief Profile of the Employees in the Current Study

| Codes | Experience level |
|-------|---|
| F1 | HR manager having experience of 1 year |
| F2 | Operational manager having experience of 5 years |
| F3 | HR manager having experience 2 years |
| F4 | Employment Manager working for 1 year |
| F5 | Recruitment Manager with working experience of 4 years |
| F6 | HR Coordinator having experience of 6 years |
| F7 | Staff Coordinator with working experience of 7 years |
| F8 | Associate Executive HR having working experience of 2 years |
| F9 | Employee Relation Manager experience of 2 years |
| F10 | HR Analyst working for 1 year |
| F11 | Operational manager working experience of 2 years |
| F12 | HR manager having experience of 3 years |
| F13 | Recruitment Manager with working experience of 4 years |
| F14 | Staff Coordinator with working experience 4 years |
| F15 | HR Coordinator having experience of 2 years |

C. Preliminary coding

The development of first codes aimed to facilitate the organization of data at some point following the familiarization with the acquired information.

D. Formulating Initial Coding

Analysis of the basic codes, which are based on commonalities among the research's goals and the responses provided by participants in distant companies, is the first

phase. The participants' extensive experience with strategic management is collected through an interview. The collected data was subsequently organized in a methodical manner to generate initial codes, and the relevant data was arranged based on its corresponding code. The initial framework generated through the coding technique is depicted in Figure 4.

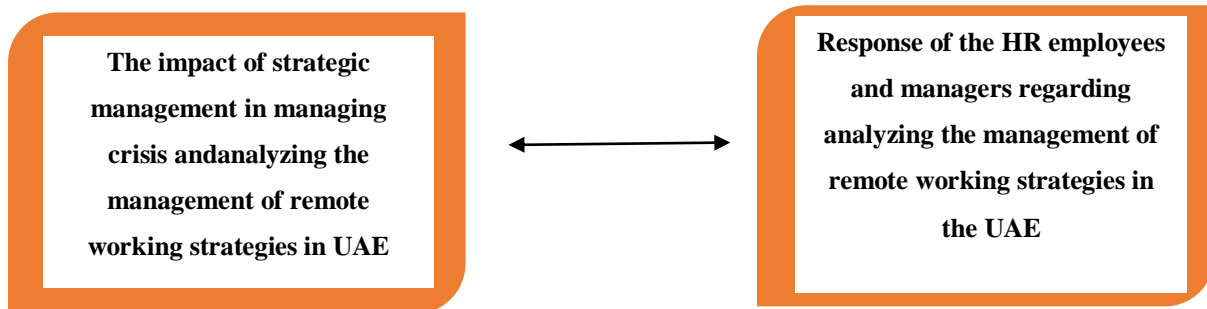


Fig. Error! No text of specified style in document.: The Coding Process's Original Thematic Structure (Source; Self Made)

Table 1: Coding Development

| Responses Studied | Studied initial codes |
|--|---|
| <i>I realised that "remote working strategies have proven to be valuable during times of crisis or disruption like natural disasters, pandemics or social unrest".....</i> | Valuable during disasters Minimal disruption Ensure business continuity Enhance resilience |
| <i>"Organisations with established remote working can continue their operations with minimal disruption, ensuring business continuity and enhancing overall resilience".</i> | Enthusiastic employees Committed employees Increase productivity |
| <i>"Motivation translated into increased productivity as employees are driven to perform at their best even in challenging circumstances".</i> | Remote Working Maintain operations Business continuity |
| <i>"Through scenario planning, organisations can identify different crises scenario and determine remote working....</i> | |
| <i>"It can be leveraged to maintain operations and ensure business continuity".</i> | |

The original themes are extended into other categories and subcategories after that.

The following are the main concepts that emerged from the analysis of the codes:

- Impact of remote working strategies in the strategic management of UAE.

- Job satisfaction significantly affects the productivity of employees during the process of remote working in a crisis
- Significance of remote working strategic planning during the crisis
- Impact of Scenario planning on remote working during a managing crisis.

E. Review potential themes

After doing a thorough examination in step 4 of thematic evaluation, it was discovered that every theme has an association with the related codes, answer set, and intended thematic map.

F. Defining and naming themes

The preliminary list of all themes was eventually finalised, and each subject has been identified and explained. Identifying the themes entails determining what each theme means and how it helps the investigator comprehend the data.

G. Final Themes based on Coding: Naming Themes

Table 2: Finalising Coding

| Coding | Themes |
|---|---|
| Valuable during disasters Minimal disruption Ensure business continuity Enhance resilience | Impact of remote working strategies in the strategic management of UAE. |
| Enthusiastic employees Committed employees Increase productivity | Job satisfaction significantly affects the productivity of employees during the process of remote working in a crisis |
| Remote Working Maintain operations Business continuity | Significance of remote working strategic planning during the crisis |

H. Development of report

For the purpose of talking about the results of the analysis, the final phase included obtaining and assessing all the relevant responses from the Human Resource Department workers and Managers regarding the application of remote employment and their connection to strategic planning during crises.

I. Responses of Participants

Remote working strategies have expanded the talent pool for organisations. With the ability to hire remote workers, companies can access a global talent base and attract top talent regardless of their geographic location. According to respondent F10 *“Remote working strategies have reduced costs associated with office, space, utilities and infrastructure. Organisations can allocate resources more efficiently, resulting in cost savings that can be redirected towards other strategic initiatives or investments”*.

Another respondent F2 stated that *“according to my five years of experience I realised that remote working strategies have proven to be valuable during times of crisis or disruption like natural disasters, pandemics or social unrest. Organisations with established remote working can continue their operations with minimal disruption, ensuring business continuity and enhancing overall resilience”*.

Job satisfaction positively influences employee motivation and engagement. According to respondent F1 “When employees are satisfied with their work, they are more likely to be enthusiastic, committed and proactive in their task”. Motivation translated into increased productivity as employees are driven to perform at their best even in challenging circumstances.

Another respondent F5 stated that “job satisfaction contributes to employee emotional wellbeing, especially during the time of crisis”. Remote working in a crisis can create additional stress and uncertainty. However, when employees are satisfied with their jobs they are better equipped to manage stress, maintain a positive mindset and adapt to changing situations.

Planning for remote working strategies ensures that the organisation can continue its operations even during a crisis. Respondent F4 stated that *“by enabling employees to work remotely, the organisation can minimise disruption and maintain essential business functions, thereby ensuring continuity and reducing financial losses”*. Another respondent F3 stated that *“Remote working strategies planning allows organisations to respond quickly and effectively to a crisis. By having the necessary infrastructure, technologies and policies in place the organisation can swiftly transition to remote work arrangements”*.

Respondent F7 stated that *“planning for remote working strategies facilitates effective communication and collaboration among team members even when physically dispersed. It involves establishing communication protocols, utilising appropriate digital tools and promoting virtual collaboration platforms”*. Planning for remote working strategies ensures that the organisation remains compliant with relevant laws, regulations and data protection requirements.

Scenario planning involves identifying potential crises and developing strategies to address them. By engaging in scenario planning, organisations can anticipate the

possibility of a crisis impacting remote working arrangements. Respondent F15 described that “remote working can provide organizations with greater flexibility and agility in responding to crises”. Through scenario planning, organisations can identify different crises scenario and determine how remote working can be leveraged to maintain operations and ensure business continuity. Another respondent F14 described that “during a crisis, effective communication and coordination become even more critical when teams are working remotely in the UAE. Scenario planning can help organisations define communication channels, establish protocols or remote meetings, and determined decision-making processes”. Respondent F12 stated that “remote working during the crisis can cause challenges including stress, isolation and blurred work-life boundaries”.

VII. CONCLUSION

The primary goal of this study was to determine the impact of strategic management in managing crises and analysing the management of remote working strategies in the UAE. For this purpose based on relevant theories and on the basis of literature assessment themes were generated. The results of this study revealed that the COVID-19 pandemic brought about unprecedented challenges for organisations worldwide, forcing them to quickly adapt to remote working environments. From the findings, we conclude that strategic management can play a crucial role in effectively managing the crisis and ensuring the continuity of business operations. The findings focus on analysing the impact of strategic management in the specific case of remote working strategies implemented in the UAE. Strategic planning and foresight can anticipate the challenges associated with remote working and proactively addressing them. Organisations that have previously invested in digital infrastructure, collaboration tools, and cybersecurity measures can be better equipped to transition smoothly to remote working. This demonstrates the significance of strategic decision-making and resource allocation in crisis management. Organisations in the UAE leveraged various communication technologies and platforms to facilitate collaboration, maintain employee morale and ensure a sense of connection among team members. Clear communication channels, regular updates and transparent decision-making processes fostered trust and productivity in the remote working environment.

VIII. LIMITATIONS OF THE STUDY

The analysis focuses specifically on the management of remote working strategies in the UAE during a particular crisis of the COVID-19 pandemic. The findings and conclusions may not be directly applicable to other geographical regions or crises with different socio-economic and cultural contexts. Factors such as legal framework, technological infrastructure and organizational cultures specific to the UAE may have influenced the outcomes. The rapidly evolving nature of the crisis and the subsequent development in remote working practices may limit the ability to capture the long-term impact of strategic management. The analysis is relayed on the self-reported

data like interviews which are subjected to biases like recall bias, social desirability bias or participant interpretation. Participants may provide responses based on their perceived expectations or selective memory, potentially impacting the accuracy and reliability of the findings.

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